



# TOWN of BROOKLINE

## Massachusetts

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Sandra A. DeBow, Director  
Human Resources Office

To: Betsy DeWitt, Chair  
Board of Selectmen

December 14, 2012

Melvin Kleckner, Town Administrator

From: Sandra DeBow, Director  
Human Resources

Re: ***Executive Summary, Employee Survey on Inclusion and Diversity in the Workplace***

In May 2012, the Town of Brookline conducted an anonymous survey of employees to explore and understand their views and opinions on inclusion and diversity in the Town's workforce.

The survey is a critical first step in shifting the Town's focus and resources toward greater employee involvement in the Town's Inclusion and Diversity initiatives. Since these initiatives began in 2010, the Town's resources have been largely focused on identifying and establishing leadership buy-in; raising awareness, identifying areas of success and opportunities for change, and establishing diversity and inclusion as an important business objective.

Attention must now be directed toward the Town of Brookline's employee base to involve those who provide services and programs of the Town. By shifting the focus to employees and frontline supervisors, the Town will bring these critical stakeholders into the process of establishing a common understanding and creating a shared goal of an inclusive and diverse workplace. The objective of developing and sustaining a workplace that attracts and retains diverse personnel will allow the Town of Brookline to serve its citizenry more creatively, strategically, and productively. This objective can only be achieved if it is understood and shared from the bottom up and from the top down.

In developing and analyzing the Town of Brookline's first ever survey on *Diversity and Inclusion in the Workplace* we were able to learn ways in which we will be able to conduct future surveys more effectively. From our searches in the literature, it seems as though research measuring employees' views and opinions about diversity are slim. Thus, to a certain degree, our research is novel and innovative.

Using a trained analyst allowed us to gain a better understanding of the data, allowing us to immediately move forward on employee-based initiatives, e.g., education while prioritizing new issues to study in future surveys. We plan to involve employees in the next phase of survey development.

The following overview summarizes the findings of the *2012 Employee Survey on Inclusion and Diversity in the Workplace*.

# Employee Diversity and Inclusion Survey

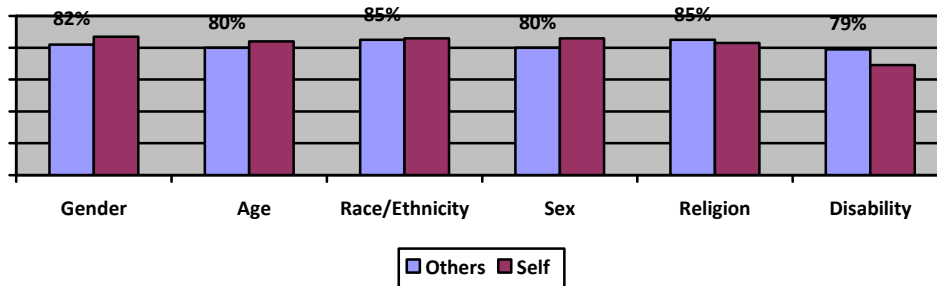
## Summary Results – April 2012

**Our Differences** – We asked respondents how they felt others who are different should be treated.

- 88% of respondents believe we should *choose our spoken words* carefully so that we do not offend others
- 94% believe we should learn to appreciate and respect our individual differences
- 85% believe that people who have different ideas and opinions can work well together

**Protected Classes** - We asked respondents whether they believe employees are treated and fairly and with respect regarding the various protected classes. They responded:

**Employees Are Treated Fairly and with Respect re:**



**Diversity and Inclusion Education**\_ We asked respondents how they felt about diversity and inclusion education. We need to explore how employees are currently hearing, seeing and talking about inclusion and diversity and whether there is a saturation of terms or misunderstandings of the terms.

- 76% of respondents agreed that the topic of diversity should be included during new employee orientation
- 42% agreed they were tired of hearing, reading and/or learning about diversity while
- 46% of disagreed they were tired of hearing, reading and/or learning about diversity

**Diversity Efforts (Staffing)** – We asked respondents how they felt about efforts to increase diversity in staffing. We discovered there is more work to be done in defining “diversity” efforts.

- 51% of respondents agreed the Town should increase efforts to create a more diverse staff
- 51% agreed the Town should increase efforts to create a more diverse management staff
- 82% believe the Town is committed to diversity and inclusion among its employees.

**Discrimination in the Workplace** – We asked respondents how they viewed and responded to discrimination in the workplace. Respondents felt comfortable speaking with supervisors about discrimination however, more work needs to be done to determine whether employees believe they are seeing or experiencing discrimination in the work place, how they react to such conduct and whether they understand how to report such conduct.

- 74% of respondents believe it’s okay to talk about discrimination in the workplace
- 71% reported they were comfortable talking with a supervisor about discrimination.
- 78% that if others were discriminated against at work, s/he would report it.
- 74% indicated that if s/he were discriminated against at work, he/she would report it.
- 48% of respondents believed that discrimination in the workplace affects job performance and 39% did not believe that discrimination in the workplace affects job performance.

The full report on the survey is attached.



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## **APRIL 2012 EMPLOYEE SURVEY: DIVERSITY AND INCLUSION IN THE WORKPLACE**

Sandra DeBow-Huang, Director  
Human Resources Department

November 30, 2012

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## Overview

*The Town of Brookline recognizes and values diversity as a vital characteristic of the Town. Brookline celebrates the diversity of the community it serves and the individuals it employs, embracing the differences in race, color, religious creed, national origin, ancestry, gender, age, handicap, gender identity, sexual orientation and military background.*

*The Town of Brookline believes it has a responsibility to capitalize on the strength emanating from these differences and has a duty to ensure its employees, citizens, vendors and the members of the general public are treated with dignity and respect in all of their duties and dealings with the Town of Brookline.*

*The Town of Brookline believes a workplace that attracts and retains diverse personnel will allow it to serve its citizenry more creatively, strategically, and productively. A successful inclusion and diversity program will ensure these objectives, goals and priorities are maintained.*

During the spring of 2012, the Town of Brookline conducted a voluntary, anonymous survey of employees to explore and understand their views and opinions on inclusion and diversity in the Town of Brookline's workforce.<sup>1</sup> This understanding would allow the Town to adopt effective initiatives to achieve its Inclusion and diversity goals. It is anticipated that the survey results will:

- Identify employees current views and opinions on diversity and inclusion
- Identify areas for immediate action and additional areas of exploration and intervention
- Raise awareness of diversity and inclusion goals and efforts, generally

The survey consisted of various statements regarding how each respondent felt about his or her own treatment and the treatment of their co-workers. Views regarding specific protected classes, e.g., age, gender, race, disability and sexual orientation were surveyed, as well as questions regarding inclusion, diversity and discrimination.

The survey revealed that generally, respondents feel they are respected in the workplace based on age, gender, disability, sexual orientation, religion and race, that they can discuss diversity and inclusion in the workplace and/or with their supervisor, and that the respondents believe the Town is doing a good job with regard to addressing diversity in the workplace. However, more work needs to be done to increase employees' general understanding of discrimination and how it impacts the workforce. Efforts should be undertaken to increase recognition of the Town's inclusion and diversity goals and the importance for the Town to develop initiatives that result in a more diverse and inclusive workforce. Finally, processes need to be developed to regularly involve employees in the development of such initiatives.

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<sup>1</sup> The survey was administered to employees who worked for the Town but not those who worked for the Brookline public schools as the School Department was conducting other surveys of its workforce. Future efforts will include school employees as well as Town.

## Introduction

Background. In May 2010, Town Meeting adopted a resolution wherein the Town would examine the extent to which Brookline has made progress in realizing the vision of Dr. Martin Luther King (MLK Resolution) by preparing and making an annual report based on a number of reports and data showing compliance with applicable equal opportunity and anti-discrimination laws. The Town of Brookline used the MLK Resolution as a jumping off point to adopt a number of immediate, short-term Inclusion and Diversity initiatives, with a broader goal of developing more comprehensive, sustainable initiatives. With this in mind, during calendar years 2010 and 2011, the Town of Brookline:

- Developed a discrimination policy,
- Conducted supervisory trainings on the discrimination laws and dispute resolution
- Conducted a comprehensive Leadership survey, to establish the goals and objectives of Town Department Heads and to raise awareness of development of Inclusion and Diversity, generally.
- Signed the Commonwealth Compact, and
- Released two Diversity and Inclusion reports, chronicling inclusion and diversity efforts (released in 2010 and 2011).

Leadership Buy-In. In October 2010, the Town of Brookline joined the Commonwealth Compact, a coalition of 260 Massachusetts employers who collectively pledge to focus on diversity issues and to provide data on their efforts.<sup>1</sup> The Human Resources Director also gathered an internal group of Department leaders, also referred to as the “working group” to help her to

- Achieve leadership buy-in through participation and collaboration of the working group,
- Heighten awareness of diversity and inclusion issues among the Town Leadership, and
- Explore effective inclusion and diversity initiatives that reflect the varied work settings within the Town.

The working group is comprised of the Police Chief, the Commissioner of Public Works, the Director of Recreation, the Director of Human Relations/Youth Resources and the Human Services Coordinator. The working group aims to establish a common understanding and commitment to diversity and inclusion efforts focused on not only on interactions between employees and co-workers, but between citizens and employees, as well.

The working group felt it was important to be self-reflective and to establish what inclusion and diversity looked like in the Town of Brookline currently, prior to establishing which initiatives were needed. The Commonwealth Compact survey was a good starting point for such an exercise. We expanded the focus of the Town Leadership survey to include gender, disability, sexual orientation and age as well as race/ethnicity. This was an important exercise of self reflection, as it examined the Town's existing level of commitment to diversity and Inclusion issues. These findings were later updated and reported to the Commonwealth Compact through its bi-annual

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<sup>1</sup> There are currently, 260 Commonwealth Compact participants, representing approximately 280,000 employees in the state workforce, each whom are committed to ensure the Greater Boston area is a desired destination to work and live for people of color and women, with the belief that their contributions in the workforce will be vital to the region's social and economic future. *Stepping Up: Managing Diversity in Challenging Times*, pg 1, report of the Commonwealth Compact, 2009.  
<http://www.commonwealthcompact.umb.edu/>

survey instrument, along with other signers. These findings were also reported in the 2<sup>nd</sup> Annual Report on Diversity and Inclusion.<sup>2</sup>

Employee Input. Having made important inroads into defining leadership efforts and increasing leadership awareness, the Town shifted its efforts to understanding employee's views and opinions regarding diversity and inclusion in the workplace. As with the Town Leadership, we began with an employee survey, prior to establishing employee-based initiatives. This first ever employee survey on diversity and inclusion sought three primary goals to;

- Establish a preliminary understanding of employees' views and opinions on diversity and inclusion in the workplace,
- Recognize areas for immediate action and understand areas for further exploration, and
- Raise awareness of diversity and inclusion efforts at the Town of Brookline's workplace.

## **Method**

The survey was developed by the Human Resources Director, Sandra DeBow, J.D., M.P.H., the Town's Human Services Coordinator, Lloyd Gellineau, Jr., Ph.D., and Kei Goshima, MS, the Human Resources post-graduate Intern. Dr. Gellineau is also a member of the Working Group that advises the HR Director in department matters. The survey was reviewed and approved by the Human Resources working group.

Town employees had the opportunity to complete the survey online using Survey Monkey or in writing. The survey was primarily distributed by paper at the Town's annual health fair. Respondents who filled out the surveys at the Wellness Fair were provided tables at a work area, separate from the HR staff collecting surveys. Once the survey was completed, the respondents placed it in a ballot-type box. Workers from the Department of Public Works and those filling out the survey at the Wellness Fair were incentivized with a raffle ticket upon completion. Completed surveys were placed in one of six raffle bins. Winners were drawn and announced at the conclusion of the Wellness Fair.

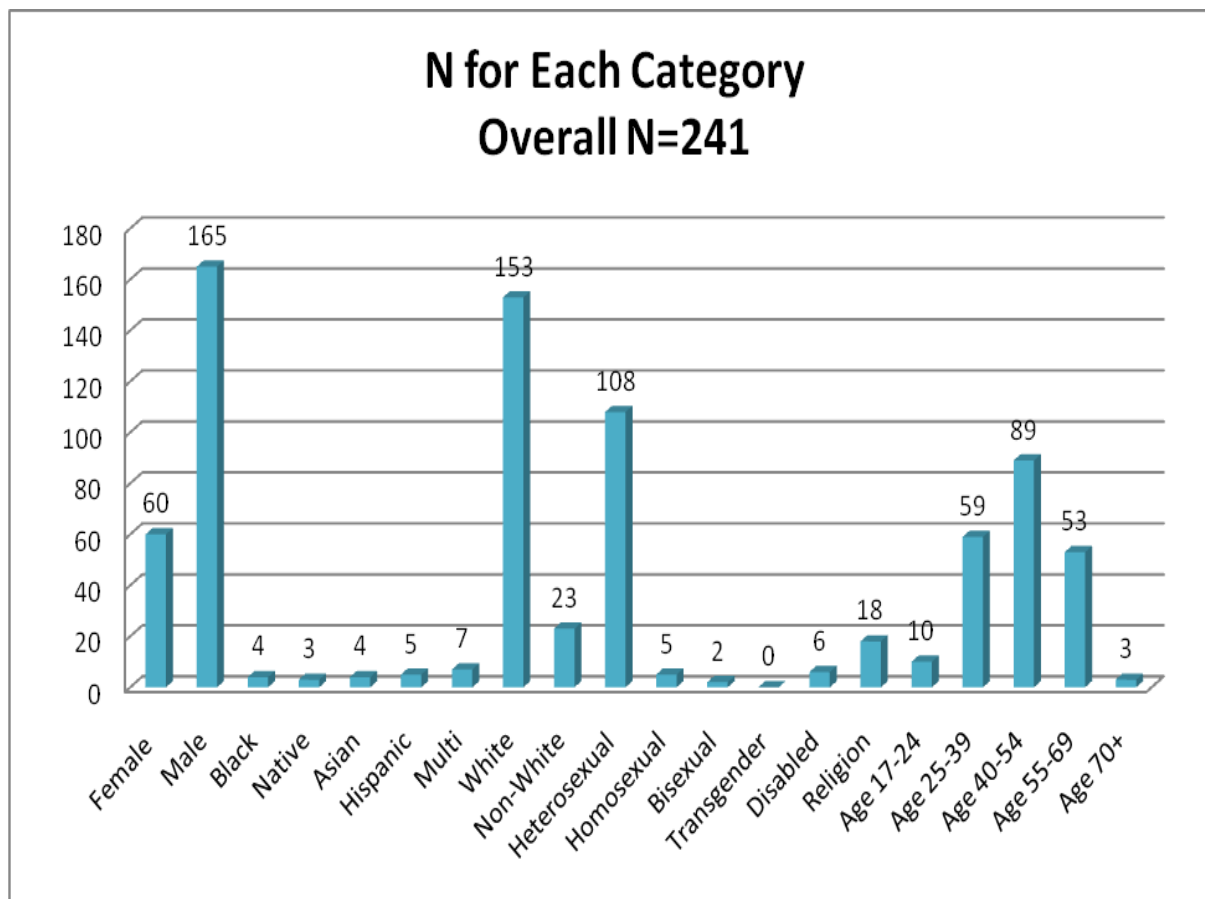
Department Heads of the Police, Fire and Recreation departments were asked to notify their employees of the opportunity to take the survey online. The HR Intern provided those departments with a link to the survey for a period of approximately one week. In total, the survey was administered in this controlled manner from April 10, 2012 to May 2012.

The survey was entirely optional, anonymous, and confidential. Therefore no Institutional Review Board approval was necessary.

To determine a target sample size of survey respondents, a sample size calculator from Raosoft was utilized ([www.raosoft.com](http://www.raosoft.com)). The Brookline workforce has a sampling frame of 1,034 workers consisting of full-time, part-time, temporary and seasonal employees. Given the sampling frame, a commonly used 5% margin of error and 95% confidence interval, the target sample size for this study was 281 respondents. After paper and online distribution of the surveys, a total of 241 people responded, 85.77% of our target. Overall, 23% of employees participated in the survey. Descriptive statistics were calculated by Data Analyst Alea Rowley, M.P.H., using the statistical analysis package SAS 9.3.

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<sup>2</sup> 2nd Annual Report on Workforce Inclusion and Diversity, April 2012



N= the number of respondents in each category, as reported by the respondent

## Results

Generally, we are reporting the results in a format that largely follows that of the survey questions. Additionally, statements are grouped according to their focus. Below one may find results for questions pertaining to

- Differences among colleagues,
- Protected Classes (treatment based on),
- Discrimination

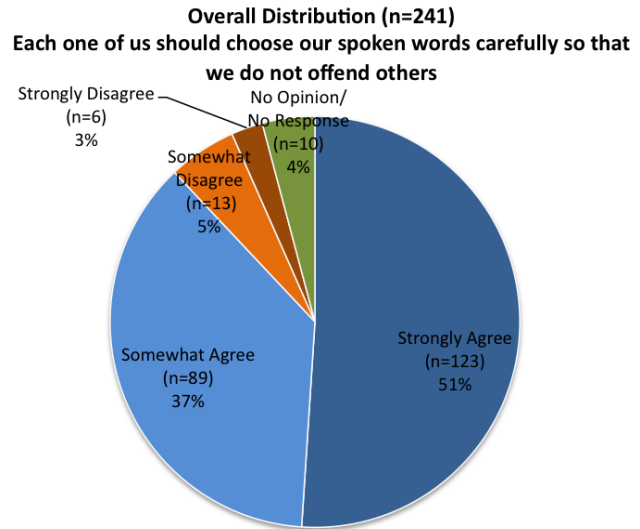
### **Difference Among Colleagues**

A primary goal of the Town's inclusion and diversity efforts is to ensure that all persons who work for or interact with the Town of Brookline feel that they are treated professionally, with respect and dignity. The survey statements sought to elicit answers that could give us insight into employees' beliefs regarding the ability of different people to work together.

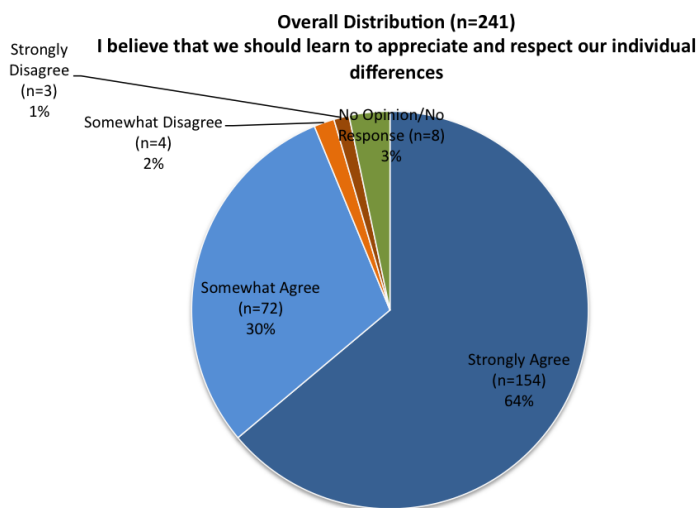
**Each one of us should choose our spoken words carefully so that we do not offend others**



A total of 88% respondents indicated that we should choose our words carefully so that we do not offend others. Similar proportions were found across categories, except among the age categories. A noticeable difference among ages is that 1 of 10 respondents Age 17-24 indicated they somewhat disagreed with the statement, "Each one of us should choose our spoken words carefully so that we do not offend others. Also, the Age 17-24 group was the only group whose majority was in the somewhat agree (60%) and an additional 1 of 10 respondents disagreed. The other age groups had a majority of their answers indicating that they strongly or somewhat agreed with the statement.



### **I believe that we should learn to appreciate and respect our individual differences**



The majority of respondents indicated that we should learn to appreciate and respect our individual differences. A similar effect was found across the age groups with the exception of the Age 17-24 group where 1 out of 10 respondents somewhat disagreed with the statement, "I believe that we should learn to appreciate and respect our individual differences." Although, it is important to note that 90% of respondents Age 17-24 agreed with the statement.

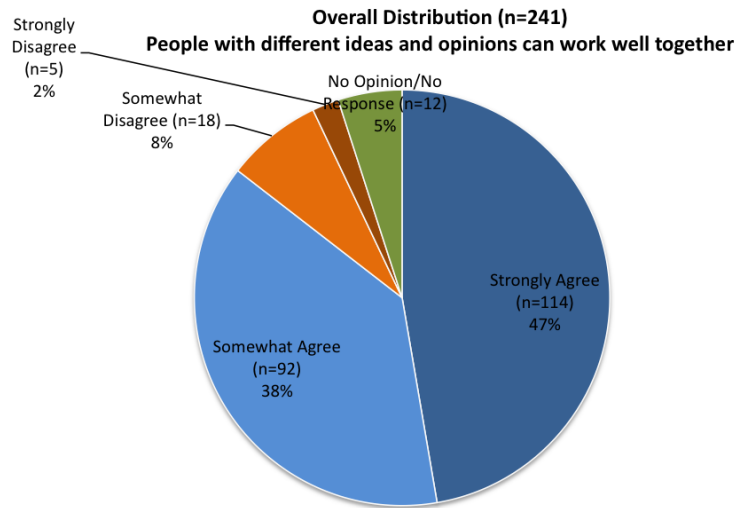
There was little variability between any of the other categories, e.g., race/ethnicity or disability (83% of disabled

respondents, 96% of Non-White and 98% of White respondents agreeing with the statement).

## People who have different ideas and opinions can work well together

The majority of respondents reported that they strongly or somewhat agreed people who have different ideas and opinions could work well together, with most categories of respondents agreeing at or above 85%. A number of categories agreed at 100% (Black, Asian, Hispanic, Age 17-24). Eighty percent of Homosexual respondents agreed with the statement.

With regard to age, a clear majority agreed with the statement that people who have different ideas and opinions can work well together. However, 10% of Age 40-54 and 13% of Age 55-69 indicated they disagreed with this statement. Also somewhat disagreeing with the statement were 20% of Homosexual respondents.



## Protected Class

In this group of statements, we sought to determine how employees perceived their own or their co-workers' fair treatment with respect to the classes of individuals that are protected under state or federal law. We refer to these as the "protected classes." Generally, the majority of respondents believed that their co-workers and they were treated fairly and with respect, across each of the protected class categories.

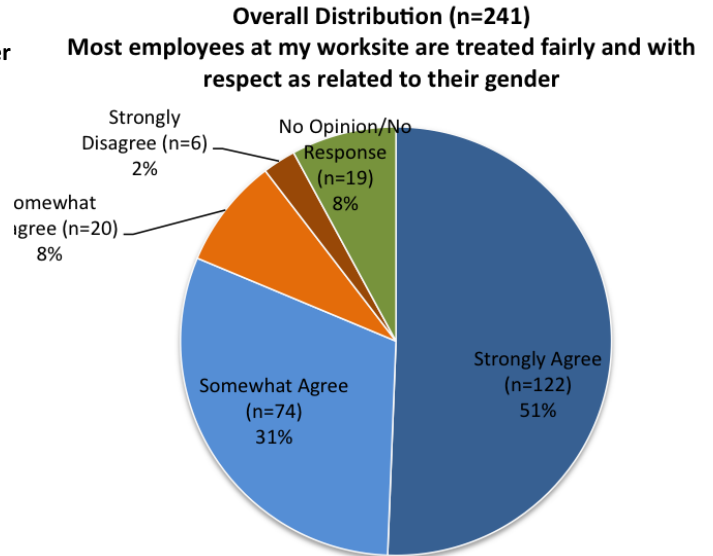
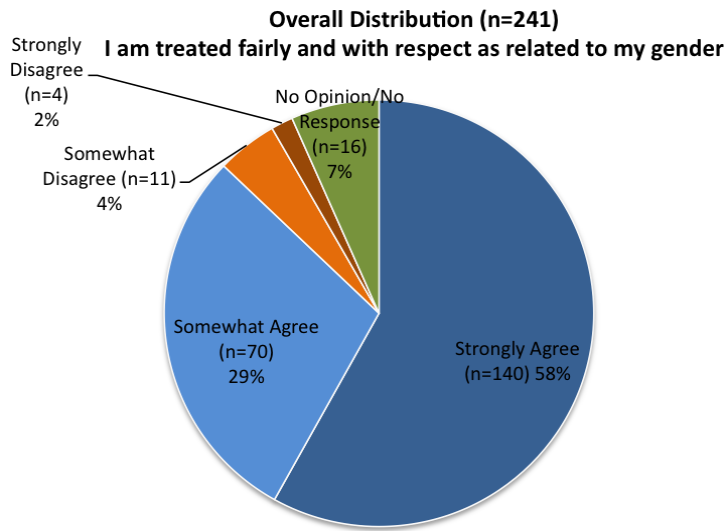
### Gender

**Most employees at my worksite are treated fairly and with respect as to their gender.**

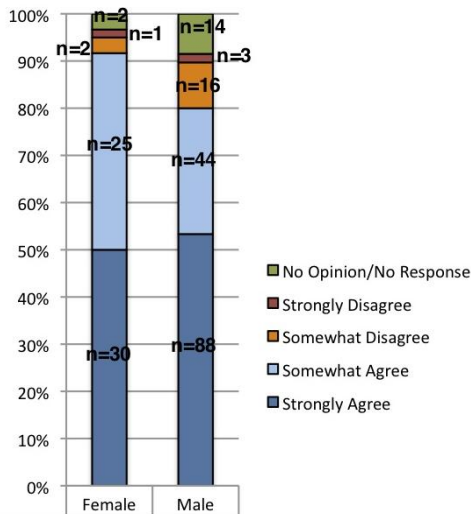
### **I am treated fairly and with respect as related to my gender**

A large majority of respondents believed that most employees at their worksite are treated fairly with regard to their gender. Interestingly, although the majority of Male and Female respondents reported that they or others were treated fairly and with respect regarding gender, it was notable as to who disagreed with the statement. Nearly 12% of Male respondents somewhat or strongly disagreed with the statement, "Most employees at my worksite are treated fairly and with respect as to their gender," while only 5% of Female respondents disagreed with the statement.

The authors had anticipated that the Female respondents would report, at a higher percentage than Male respondents, that they themselves or others were not treated fairly and with respect as to their gender. However, this was not what this survey revealed, although the differences in the responses were small. Future work could be done in this area.

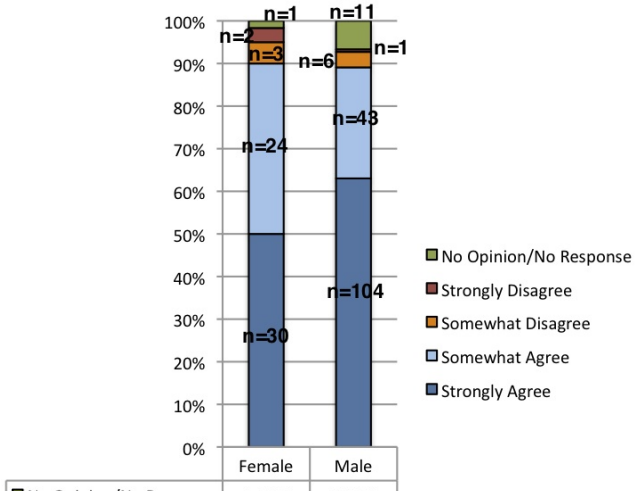


**Most employees at my worksite are treated fairly and with respect as related to their gender**



|                        | Female | Male   |
|------------------------|--------|--------|
| No Opinion/No Response | 3.33%  | 8.48%  |
| Strongly Disagree      | 1.67%  | 1.82%  |
| Somewhat Disagree      | 3.33%  | 9.70%  |
| Somewhat Agree         | 41.67% | 26.67% |
| Strongly Agree         | 50.00% | 53.33% |

**I am treated fairly and with respect as related to my gender**



|                        | Female | Male   |
|------------------------|--------|--------|
| No Opinion/No Response | 1.67%  | 6.67%  |
| Strongly Disagree      | 3.33%  | 0.61%  |
| Somewhat Disagree      | 5.00%  | 3.64%  |
| Somewhat Agree         | 40.00% | 26.06% |
| Strongly Agree         | 50.00% | 63.03% |

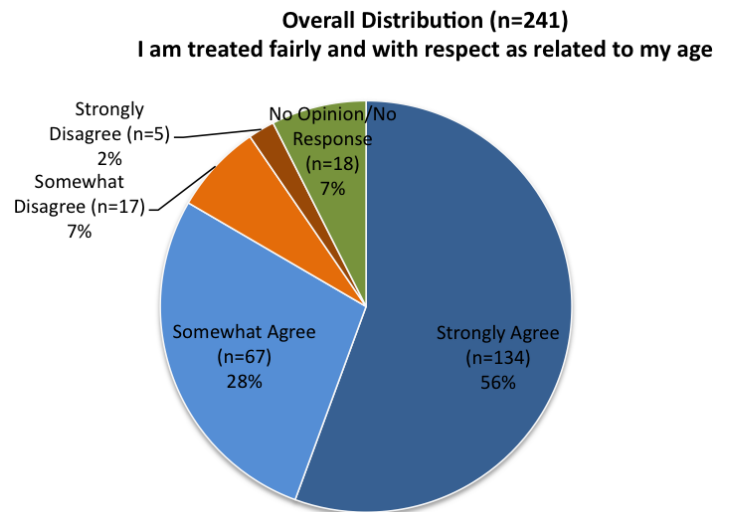
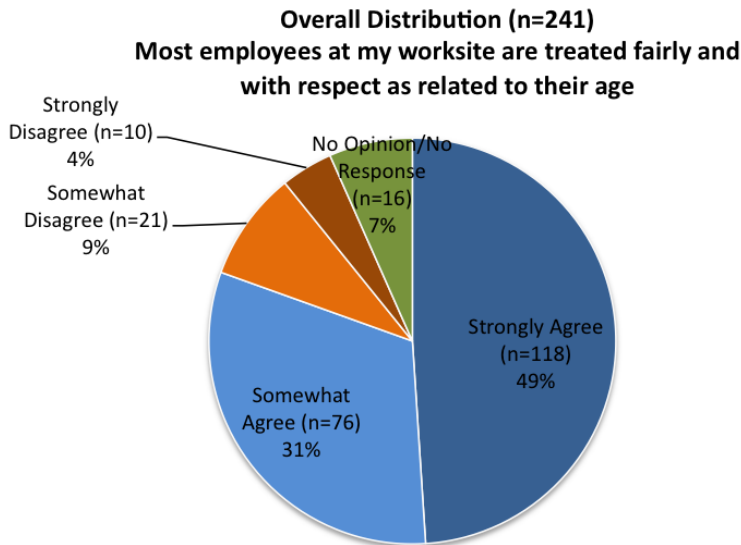
## Age

**Most employees at my worksite are treated fairly and with respect as to their age.**

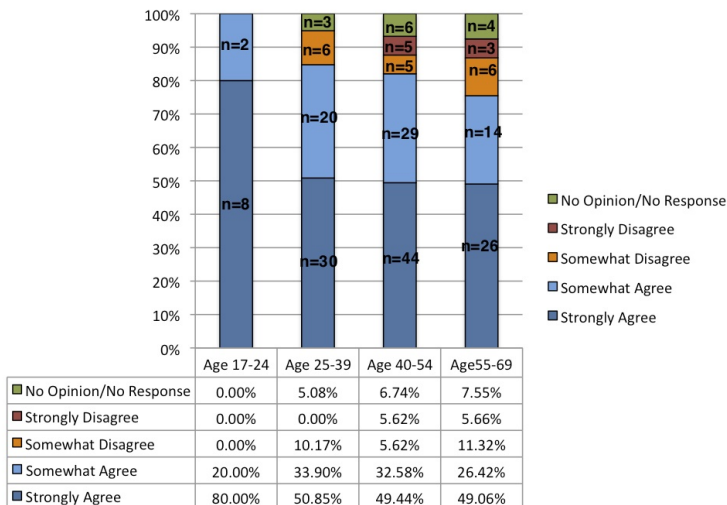
**I am treated fairly and with respect as related to my age**

Interesting responses to these age statements were found among the race and age categories. About 86-87% of White and Non-White respondents reported other employees were treated fairly with regard to age. However, when asked whether they felt they themselves were treated fairly with regard to age there was a difference between the two groups, a total of 90% of White respondents but only 74% of Non-Whites reported he or she believed he or she was treated fairly with regard to their age.

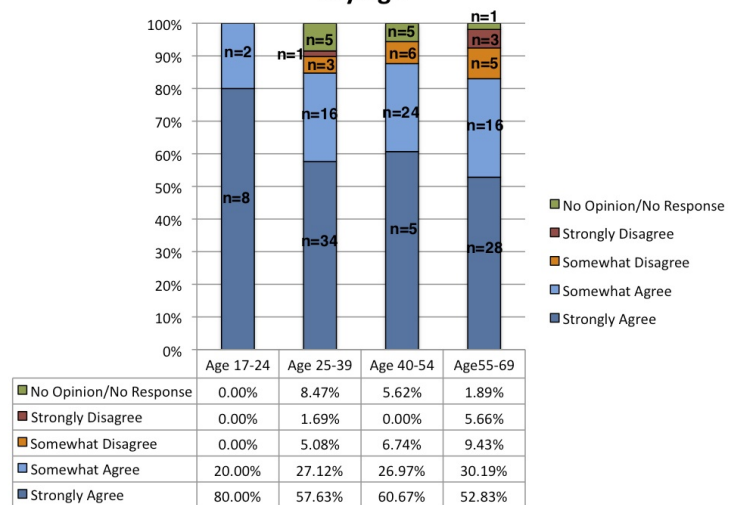
With regard to the different age categories, only the age categories 17-24 strongly or somewhat agreed with the statements at 100%. The other age groups had more variability in responses across the "Agree or Disagree" categories, with over 76% agreeing with the statement. It is notable that over 15% of the 55-69 age groups somewhat or strongly disagreed with the statements that they or their co-workers were treated fairly and with respect to their age.



**Most employees at my worksite are treated fairly and with respect as related to their age**



**I am treated fairly and with respect as related to my age**



## Ethnicity/Race/Color

**Most employees at my worksite are treated fairly and with respect as to their ethnicity/race/color.**

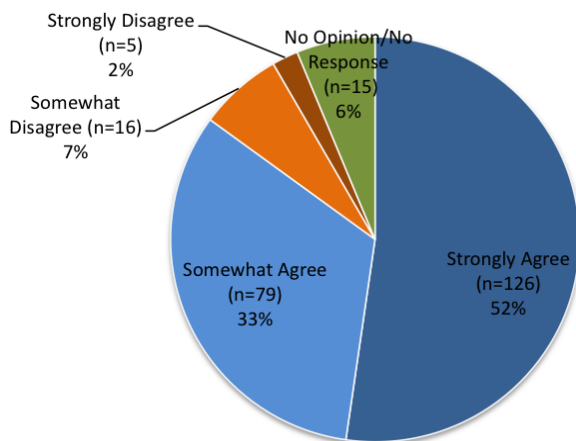
**I am treated fairly and with respect as related to my ethnicity/race/color.**

Eighty-five percent of respondents believed that their co-workers are treated fairly and with respect as related to their ethnicity/race/color. With regard to race groups, however, 92% of White respondents and 78% of Non-White respondents felt that most employees are treated fairly and with respect as related to their ethnicity/race/color.

Likewise, over 85% of respondents agreed with the statement, "I am treated fairly and with respect as related to my ethnicity/race/color," with 93% of White respondents and 83% of Non-White respondents. Only 2% of White respondents disagreed with the statement and 13% of Non-White respondents disagreed with the statement. The differences in responses between White and Non-White respondents and the treatment of oneself and others require additional exploration to understand the differences.

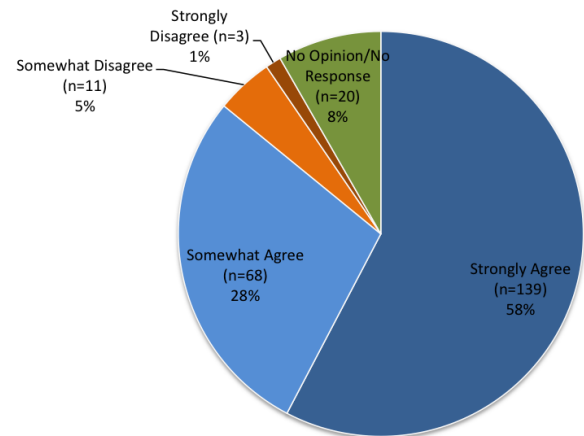
**Overall Distribution (n=241)**

**Most employees at my worksite are treated fairly and with respect as related to their ethnicity**

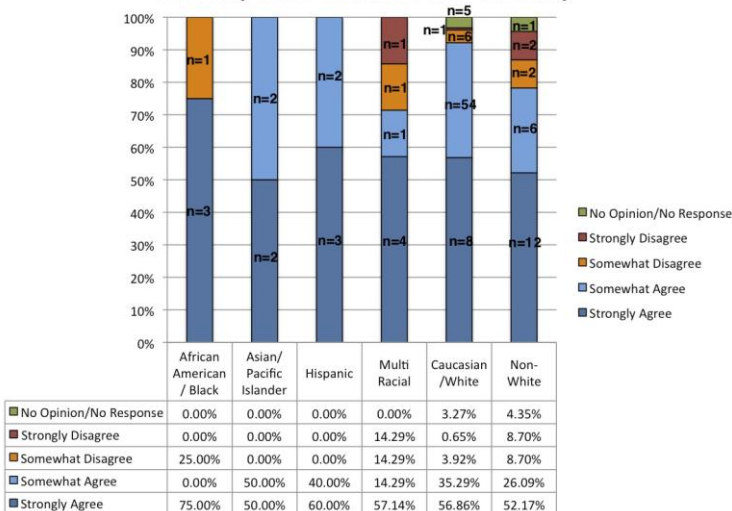


**Overall Distribution (n=241)**

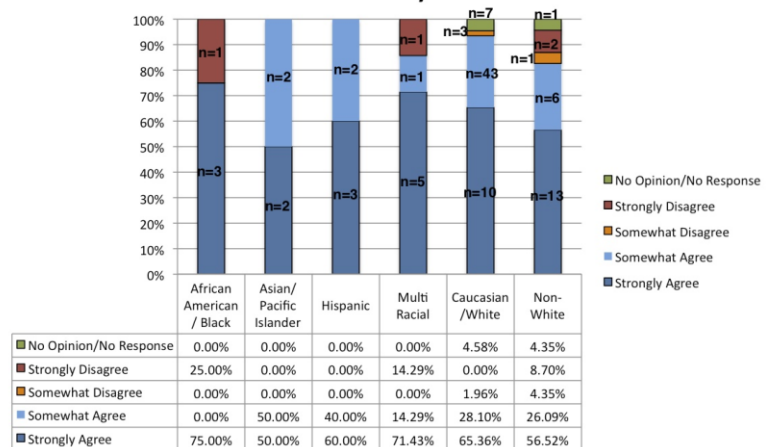
**I am treated fairly and with respect as related to my ethnicity**



**Most employees at my worksite are treated fairly and with respect as related to their ethnicity**



**I am treated fairly and with respect as related to my ethnicity**



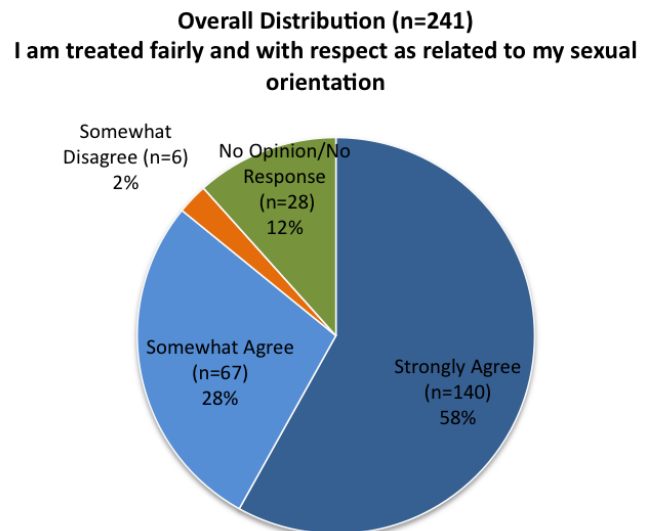
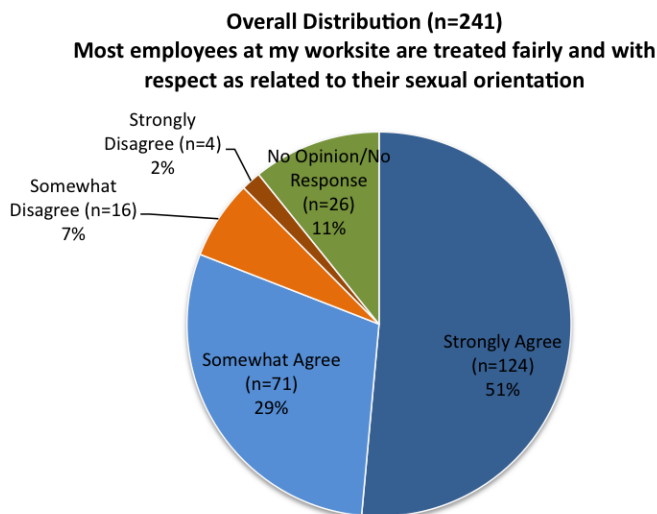
## Sexual Orientation

**Most employees at my worksite are treated fairly and with respect as to their sexual orientation.**

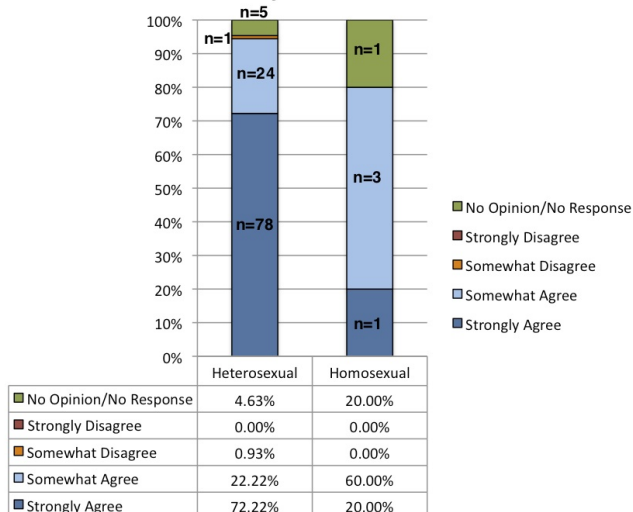
**I am treated fairly and with respect as related to my sexual orientation.**

The majority of respondents strongly agree or somewhat agree that employees or they themselves are treated fairly and with respect as related to their sexual orientation.

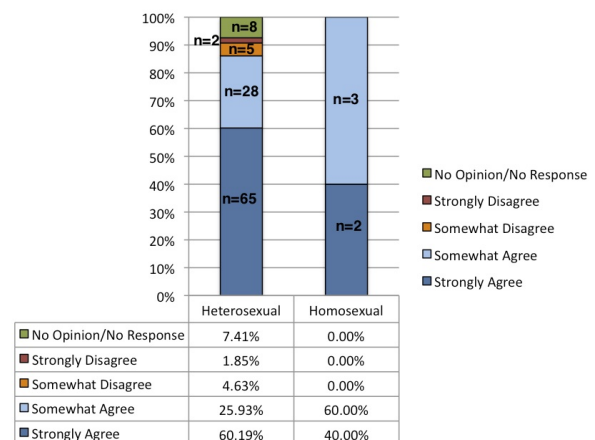
Interestingly, respondents who identified themselves as Homosexual felt that 100% of their co-workers were treated fairly and with respect as to their sexual orientation, but only 80%, four out of five agreed that they themselves were treated fairly, with one respondent reporting no opinion or not responding. A total of 6% of Heterosexual disagreed with the statement that their co-workers are treated fairly and with respect as to their sexual orientation and 7% did not respond or had no opinion. Less than 1% of Heterosexual respondents disagreed with the statement that they are treated fairly and with respect with regard to their sexual orientation; more work needs to be done to understand these differences.



**I am treated fairly and with respect as related to my sexual orientation**



**Most employees at my worksite are treated fairly and with respect as related to their sexual orientation**



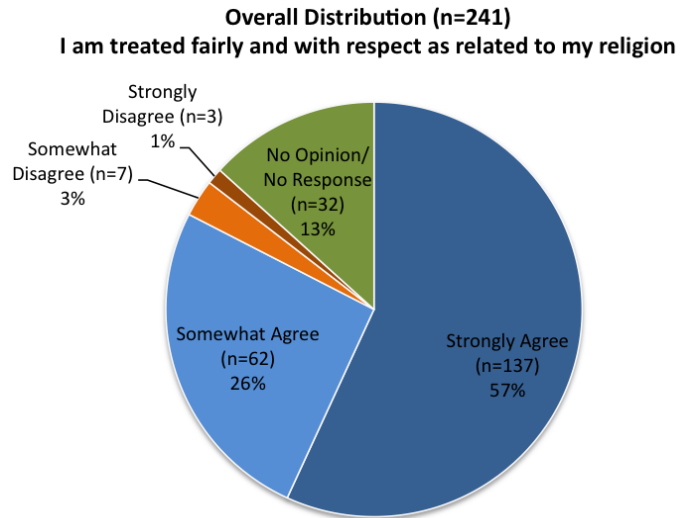
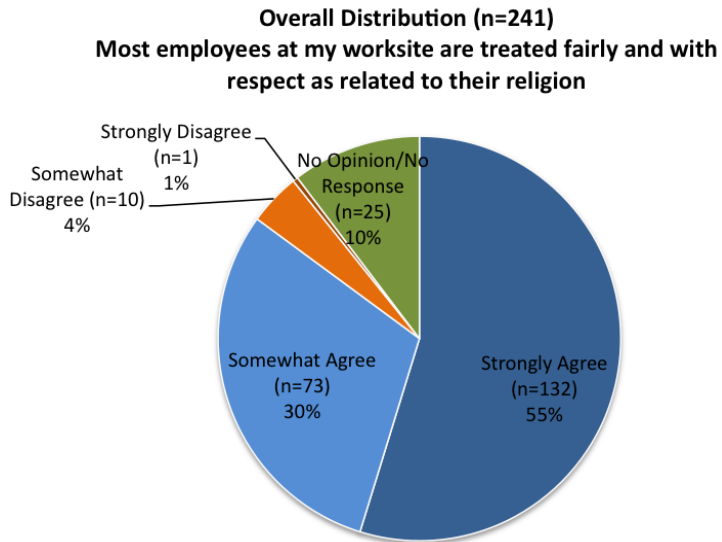


## Religion

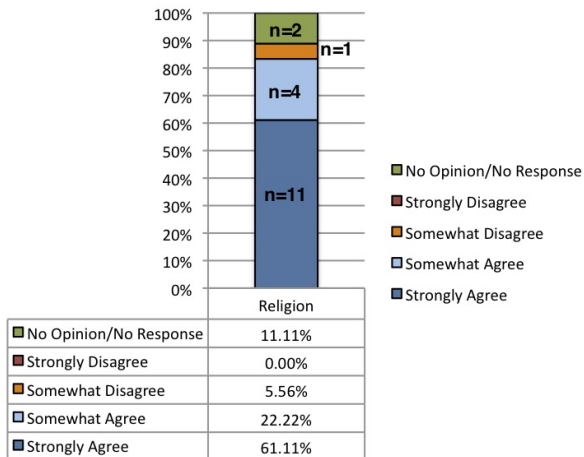
**Most employees at my worksite are treated fairly and with respect as to their religion.**

**I am treated fairly and with respect as related to my religion**

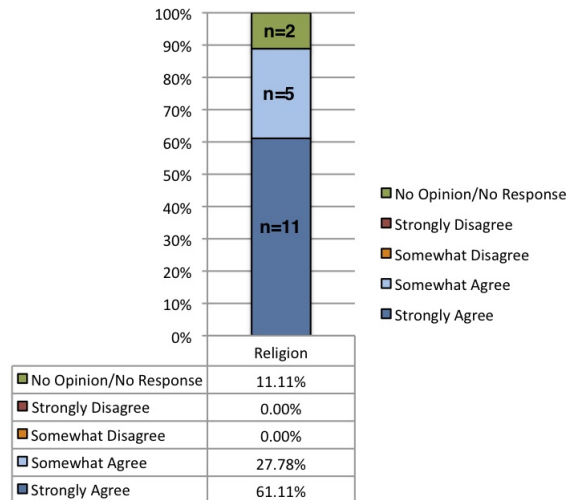
About 84% of all respondents strongly or somewhat agreed that he or she and co-workers are treated fairly and with respect as related to their religion. There were few differences across the age or race categories with most groups which is similar to that of the overall results.



**Most employees at my worksite are treated fairly and with respect as related to their religion**



**I am treated fairly and with respect as related to my religion**



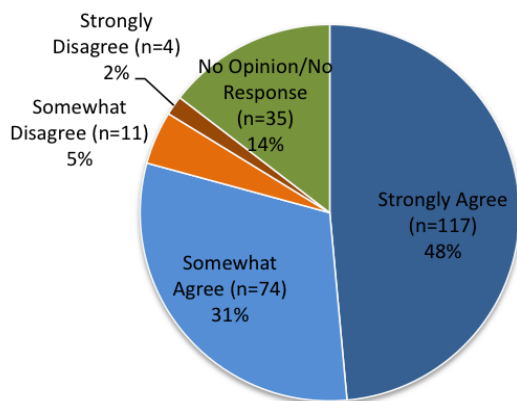
## Disability

**Most employees at my worksite are treated fairly and with respect as to their disability.**

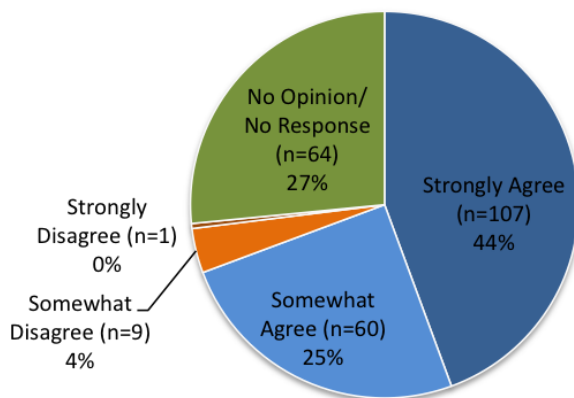
**I am treated fairly and with respect as related to my disability**

Most employees strongly or somewhat agreed that "most employees at my worksite are treated fairly and with respect as to their disability." For this question 83% percent of respondents who indicated they were Disabled agreed and 1 of 6 somewhat disagreed. For the question "I am treated fairly and with respect as related to my disability," 67% of disabled respondents strongly or somewhat agreed with the statement and 34% or 2 of 6 somewhat disagreed with the statement.

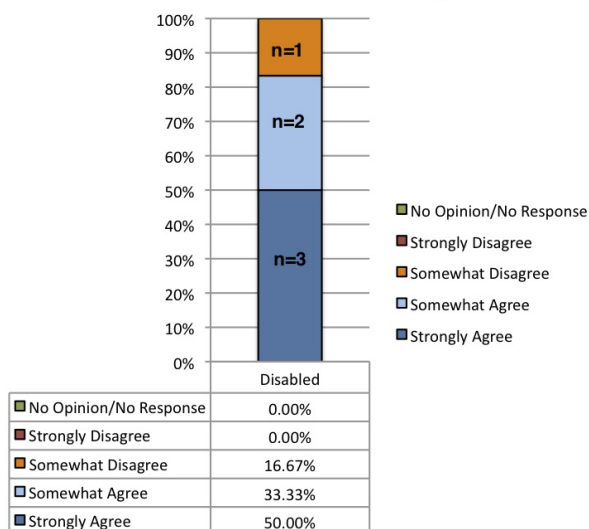
**Overall Distribution (n=241)**  
**Most employees at my worksite are treated fairly and with respect as related to their disability**



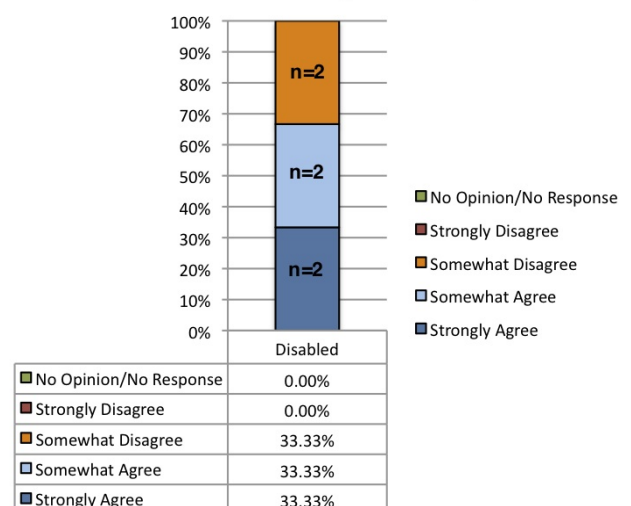
**Overall Distribution (n=241)**  
**I am treated fairly and with respect as related to my disability**



**Most employees at my worksite are treated fairly and with respect as related to their disability**



**I am treated fairly and with respect as related to my disability**





## Discrimination

In this series of statements we sought to understand how employees felt about discussing and reporting discrimination in the workplace. We also sought to understand whether employees generally believed that any discrimination would affect their job performance, and whether the Town should take steps to increase diversity among staffing. It is apparent that more work needs to be done to try to understand employees' opinions and views regarding the latter two issues. Although the majority of respondents indicated they would report discrimination and they felt comfortable discussing discrimination in the workplace, they were divided as to whether they felt discrimination affected their job performance and whether the Town should make efforts to increase diversity.

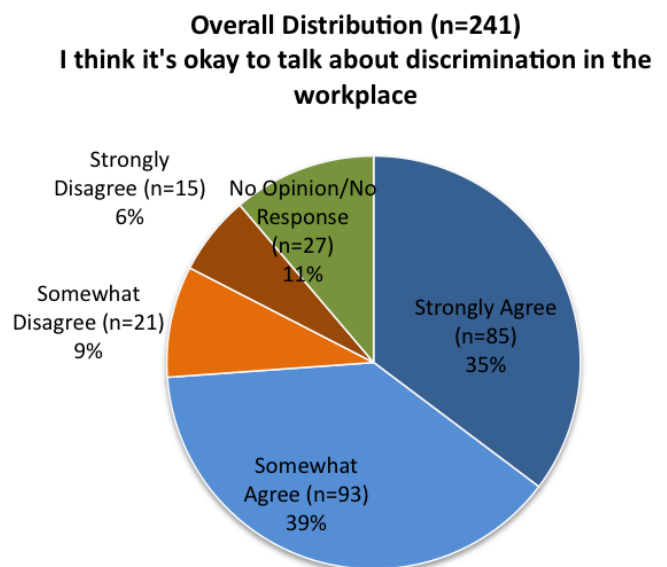
### I think it's okay to talk about discrimination in the workplace

A clear majority of respondents (74%) agreed it was okay to talk about discrimination and a slightly lower majority reported that they were comfortable talking with their supervisor about discrimination.

White and Non-White respondents reported similarly that it was okay to talk about discrimination at work (White, 77% and Non-White 74%).

The Heterosexual and Homosexual respondents responded to the statement in very different ways. The majority of both groups agreed that it is okay to talk about discrimination in the workplace (60% of the Homosexual respondents and 81% of Heterosexual). However 40% of the Homosexual respondents versus 9% of Heterosexual respondents disagreed with the statement."

For respondents who identified themselves as disabled, 67% agreed with the statement, while 33% strongly or somewhat disagreed with the statement. With regard to age and gender, there was little variability across age groups with responses of 70-80% agreement that it is okay to talk about discrimination in the workplace.



### I am comfortable talking to a supervisor about discrimination

We asked whether the respondents were comfortable talking to a supervisor about discrimination as we feel that it is important that employees believe they can approach their supervisor about potential discrimination.<sup>3</sup> A total of 77% of White respondents and 74% Non-White agreed with the statement. The age categories had interesting responses, with the

<sup>3</sup> It is important to note that the Town's Policy Against Discrimination, Sexual Harassment and Retaliation provides several individuals an employee could report potential discrimination as the supervisor may not always be the appropriate person for such a report.

younger and older groups being more aligned (Age 17-24 (90%), Age 55-69 (85%)). However, respondents Age 25-39 (76%) and Age 40-54 (64%) less apt to agree with the statement, that they were comfortable talking with a supervisor about discrimination.

For respondents who identified themselves as disabled, 67% agreed with the statement, while 33% strongly or somewhat disagreed with the statement.

As with the prior question, a similar result occurred with the Homosexual and Heterosexual groups, with 60% of Homosexual indicating they would feel comfortable talking to a supervisor about discrimination and 78% of Heterosexual respondents agreeing. Further, 40% of the Homosexual indicated they would not be comfortable talking with their supervisor about discrimination and 17% of Heterosexual responded likewise.

With regard to gender, there was little variability among Male and Female with both 73% agreeing that they were comfortable talking to a supervisor about discrimination.

### **If I was discriminated against at work, I would report it.**

### **If I knew others were discriminated against at work, I would report it.**

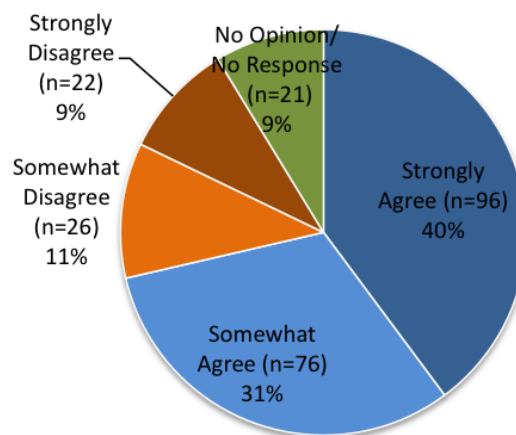
Over 70% of Male and Female respondents strongly or somewhat agreed with the statement, "If I was discriminated against at work, I would report it." But as regards the question, "If I knew others were discriminated against at work, I would report it," 83% of Female agreed that they would report discrimination against others while 78% Male agreed with the statement.

As for race categories, 76% of White respondents and 74% of Non-White respondents agreed with the statement, "If I was discriminated against at work, I would report it." Similarly, for the statement, "If I knew others were discriminated against at work, I would report it," 80% of White and 79% of Non-White agreed with the statement.

Eighty-four percent of Disabled respondents agreed with the statement, "If I was discriminated against in work, I would report it. No disabled respondents disagreed with the statement. For the statement, "If I knew others were discriminated against," four out of six agreed with the statement, while two out of six strongly or somewhat disagreed with the statement.

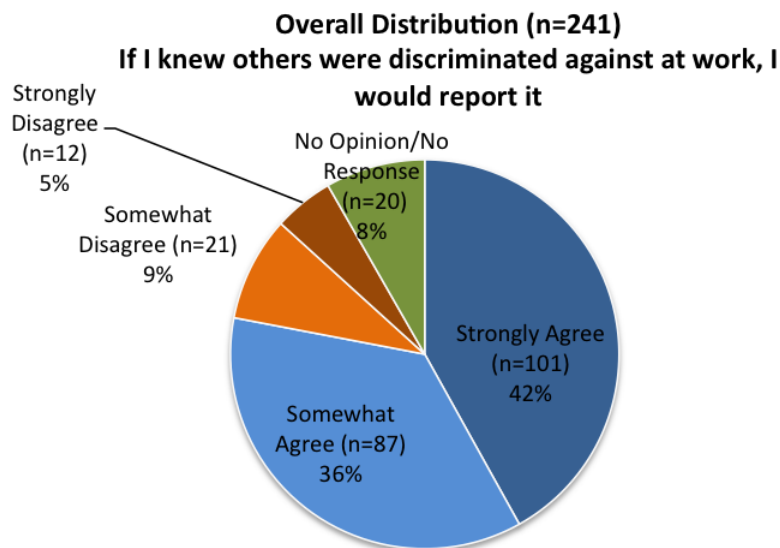
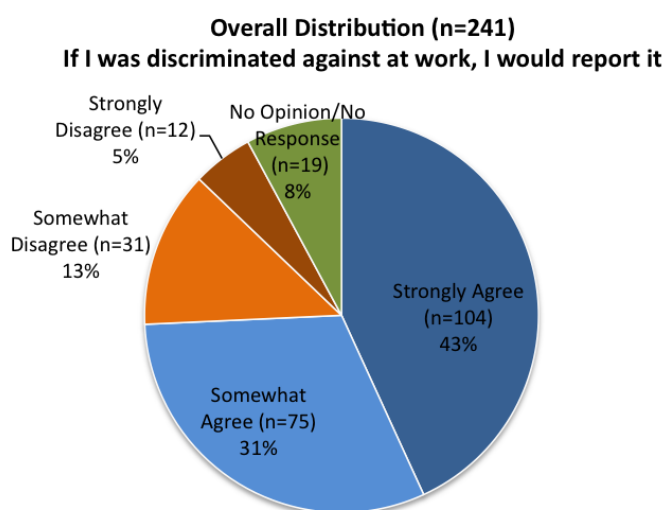
There were differences in the way that the various age categories responded to the question "If I was discriminated against at work, I would report it." Ninety percent of respondents Age 17-24 and 81.13% of respondents Age 55-69 agreed with the statement while about 75% of respondents Age 25-39 and Age 40-54 agreed that they would report discrimination directed against himself or herself. However, the age groups responded much more consistently with each other when answering "If I knew others were discriminated against at work, I would report it." The response, across most of the age categories was consistently above 80%.

**Overall Distribution (n=241)**  
**I am comfortable talking to a supervisor about discrimination**



As regards sexual orientation, similar percentages of respondents across categories agreed with the statement, "If I was discriminated against at work, I would report it." However, for the statement, "If I knew others were discriminated against at work, I would report it," 78% of Heterosexual respondents agreed with the statement and 60% of Homosexual respondents agreed.

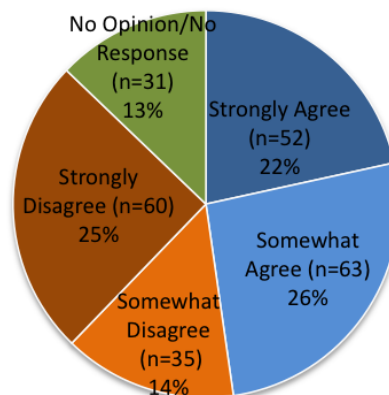
It is important to note that the authors of the survey expected to see a higher percentage of respondents indicating they would report any discrimination they experienced or that they observed of others in the workplace. It is particularly important to explore in future work whether employees see any perceived or real barriers to reporting discrimination in the workplace.



### **I think discrimination in the workplace affects my job performance**

Overall, the survey results indicate there is a solid level of sensitivity to the issue of discrimination as we saw with the responses regarding whether people are comfortable talking about discrimination in the workplace; whether respondents believed they were treated fairly and with respect as to protected classes; and that they would report discrimination if they saw it occurring. However this question raises the issue of whether respondents believed that discrimination in the workplace would or does affect job performance. The highly variable responses we saw among the responses demands further exploration.

**Overall Distribution (n=241)**  
**I think discrimination in the workplace affects my job performance**



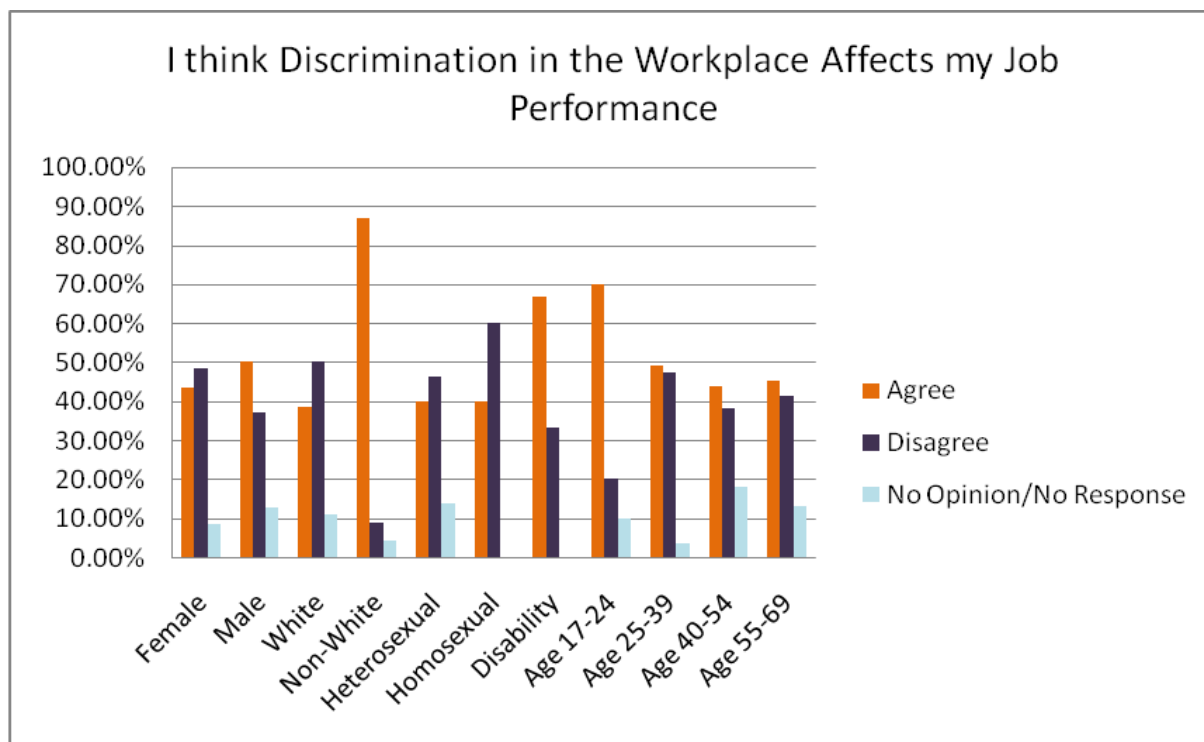
Overall 48% of respondents agreed that they think discrimination in the workplace affects his or her job performance. While a total of 39% disagreed with the statement and 13% reported no

opinion or did not respond. Interestingly, 40% of respondents reported that they either somewhat agreed or somewhat disagreed with the statement. Nearly equal numbers of respondents reported strongly agreeing or strongly disagreeing with the statement.

With regard to race, 39% of White respondents and 87% of Non-White respondents agreed with the statement, "I think discrimination in the workplace affects my job performance."

For respondents who identified themselves as disabled, 67% agreed with the statement. Across age categories there was more similarity of responses. However, the respondents Age 17-24 agreed with the statement at a higher percentage than the other age groups

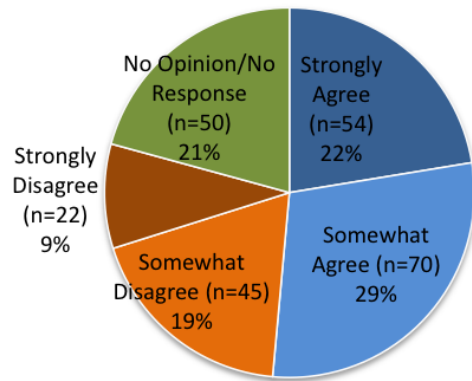
Upon review, it is clear that there are two possible points of view with regard to this question; some respondents could be interpreting the question about discrimination in a theoretical framework while other respondents could be reporting based on actual discrimination. The survey did not ask whether the respondents had experienced discrimination in the workplace. Therefore, it is imperative that additional work be done to understand the varying opinions and views of the respondents, particularly to determine whether the responses to this statement are based on real or theoretical circumstances. Furthermore, we have decided that this question could have been broken down into several questions.



Most likely, respondents interpret the statement, "I think discrimination in the workplace affects my job performance," in a variety of ways. Either, as a general statement that if there were discrimination it would or would not impact my job performance or I have seen and/or experienced discrimination and it has/has not affected my job performance. There are a wide variety of opinions and views on this matter and an exploration of opinions and views is necessary.

## The Town should increase its effort to create a more diverse staff

**Overall Distribution (n=241)**  
The town should increase its effort to create a more diverse staff

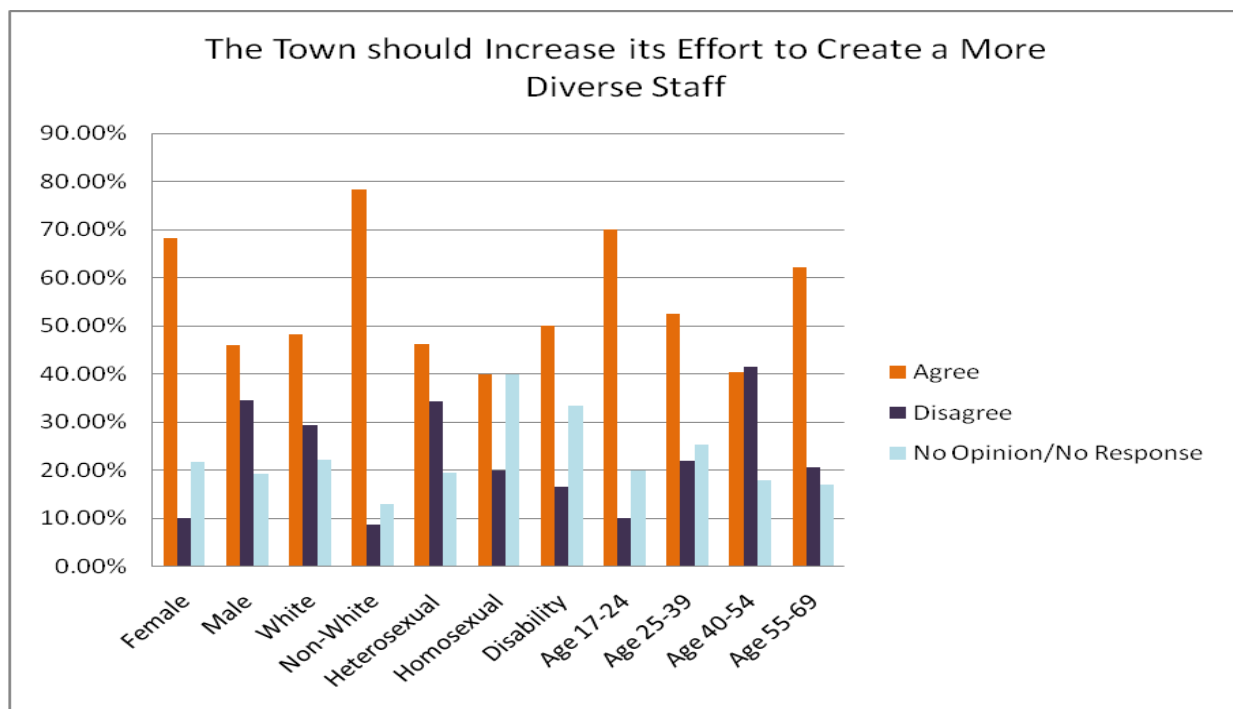


As to whether the Town should increase its efforts to create a more diverse staff, overall the respondents did not strongly agree or disagree. Rather, there was a good amount of variability across and within each category that we reviewed. This question had a larger percentage of respondents not responding or reporting no opinion than the other questions.

With regard to gender, 68% of Females agreed and 22% reported no opinion or did not respond, while 46% Male respondents agreed and 19% had no opinion or did not respond. With regard to race categories, 48% of White respondents agreed that the Town should increase its effort to create a more diverse staff while 78% of Non-White agreed with the statement. Further, although 29%

White respondents disagreed; another 22% reported no opinion or didn't respond. Only 9% of Non-White respondents somewhat disagreed with the statement and 13% reported no opinion or did not respond.

Likewise, the categories of sexual orientation found similar variability across responses with 46% of Heterosexual respondents agreeing, 34% disagreeing and 19% having no opinion or did not respond. The homosexual respondents were similar to the Heterosexual respondents in that 40% of Homosexual agreed, 20% disagreed and 40% had no opinion or did not respond.



## The Town should increase its efforts to create a more diverse senior management staff

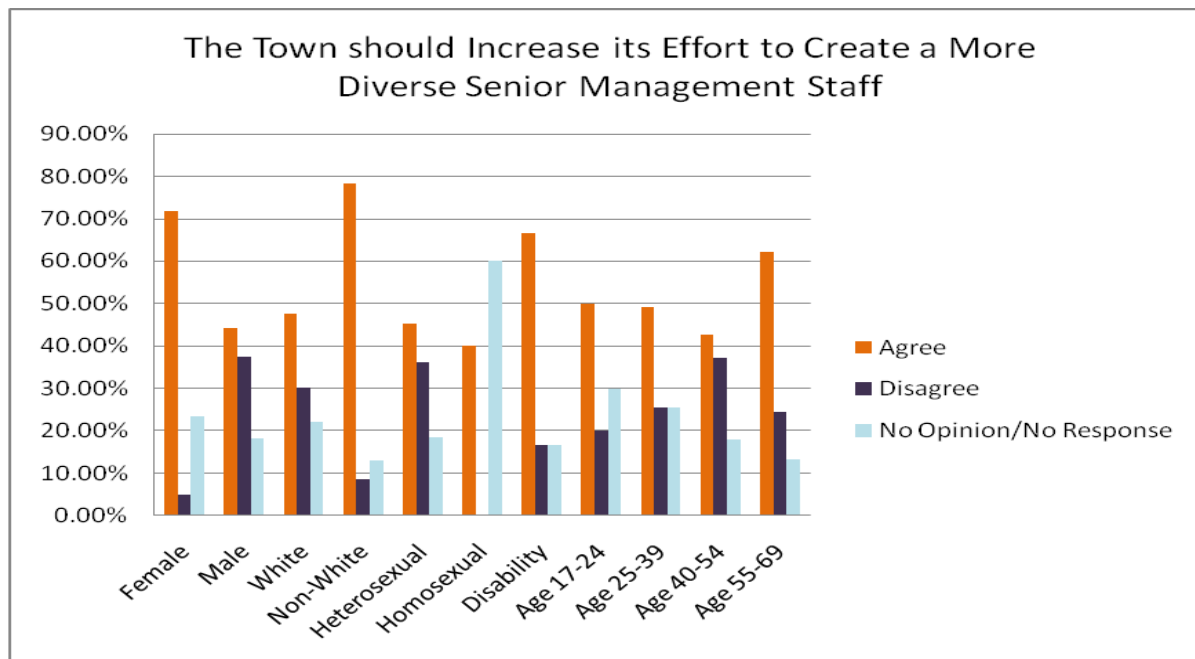
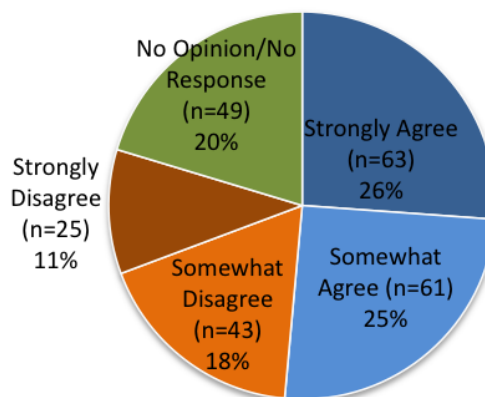
Similar to the prior statement, Male respondents disagreed at a higher percentage than Female respondents. Specifically, 72% of Female strongly or somewhat agreed and 44% of Male agreeing.

Overall, 78% of Non-White respondents strongly or somewhat agreed that the Town should increase its efforts to create a more diverse senior management staff while 48% of White strongly or somewhat agreed. For Non-White, 9% somewhat disagreed and 13% had no opinion or did not respond, while 30% of White respondents strongly or somewhat disagreed and 22% had no opinion or did not respond.

Regarding our sexual orientation categories, Heterosexual and Homosexual respondents were similar in agreeing 45% and 40%, respectively. However, there was a difference in that 36% of Heterosexuals disagreed with the statement and zero Homosexuals disagreed with the statement. Yet 60% of Homosexuals had no opinion or did not respond, while 18% of Heterosexuals had no opinion or did not respond.

Disabled respondents largely agreed with 67% agreeing with the statement. Interestingly Disabled individuals agreed more strongly with this statement concerning diversity efforts among senior management staff than the prior general statement regarding the Town's diversity efforts (50% agreed).

**Overall Distribution (n=241)**  
**The town should increase its effort to create a more diverse senior management staff**



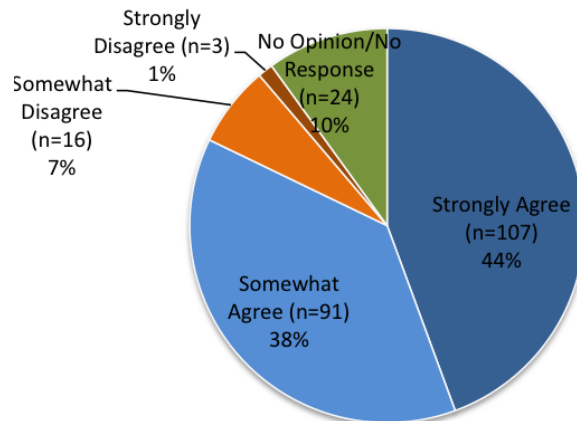


## The Town is committed to diversity and inclusion among its employees

About 82% of respondents strongly or somewhat agreed with the statement, "The Town is committed to diversity and inclusion among its employees," with 8% strongly or somewhat disagreeing with the statement. Male and Female responded similarly with 75% of Male and 82% or Female agreeing with the statement. Likewise, White respondents and Non-White respondents largely agreed with 87% of White and 83% strongly or somewhat agreeing that the Town is committed to diversity and inclusion among its employees.

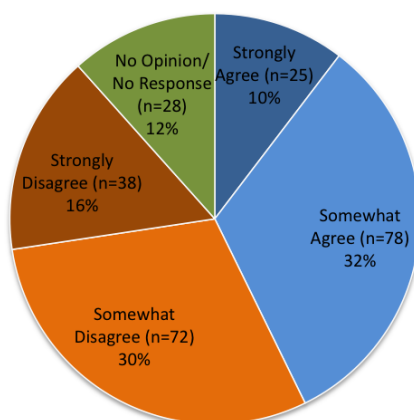
This is an interesting result coupled with the responses to the statements regarding whether the Town should increase diversity among its staff and senior management. It appears that respondents seek to keep the status quo. However, there must be further inquiry into whether and why this is so. On one hand this finding is consistent with the results discussed earlier in the report, i.e., most people believe they are and their co-workers are treated fairly and with respect, in general and across the various protected classes. On the other hand, it may be that people do not think there is any issue with diversity and that nothing needs to be done. This is not consistent with the Town of Brookline's Leadership that is committed to improving and advancing diversity among its workforce. Therefore, this may be a call for greater education of employees on the benefits of having a diverse workforce.

**Overall Distribution (n=241)**  
**The Town is committed to diversity and inclusion among its employees**



## I am tired of hearing, reading and/or learning about diversity

**Overall Distribution (n=241)**  
**I am tired of hearing, reading and/or learning about diversity**



Like the earlier statements regarding discrimination, we saw a good deal of variability in the respondents' reports to this question. White respondents disagreed with this statement at 48% and Non-White respondents disagreed at 30%. (This is a statement with which we expected respondents to disagree.) It is interesting to note that 12% of respondents indicated they did not have an opinion or did not respond. However, when looking at race, 9% of White respondents did not respond nor had an opinion while Non-White respondents did not respond at 22%, twice as many as White respondents.

Perhaps most interesting is that the majority of White and Non-White respondents responded somewhere in the middle, by either somewhat agreeing or somewhat disagreeing with the statement. About 64% of White respondents indicated they somewhat agreed or somewhat disagreed and about 40% of Non-White respondents somewhat agree or somewhat disagreed with the statement. Interestingly, 22% of Non-White respondents strongly

agreed with the statement, I am tired of hearing, reading and/or learning about diversity, while only 10% of White strongly agreed with that statement.

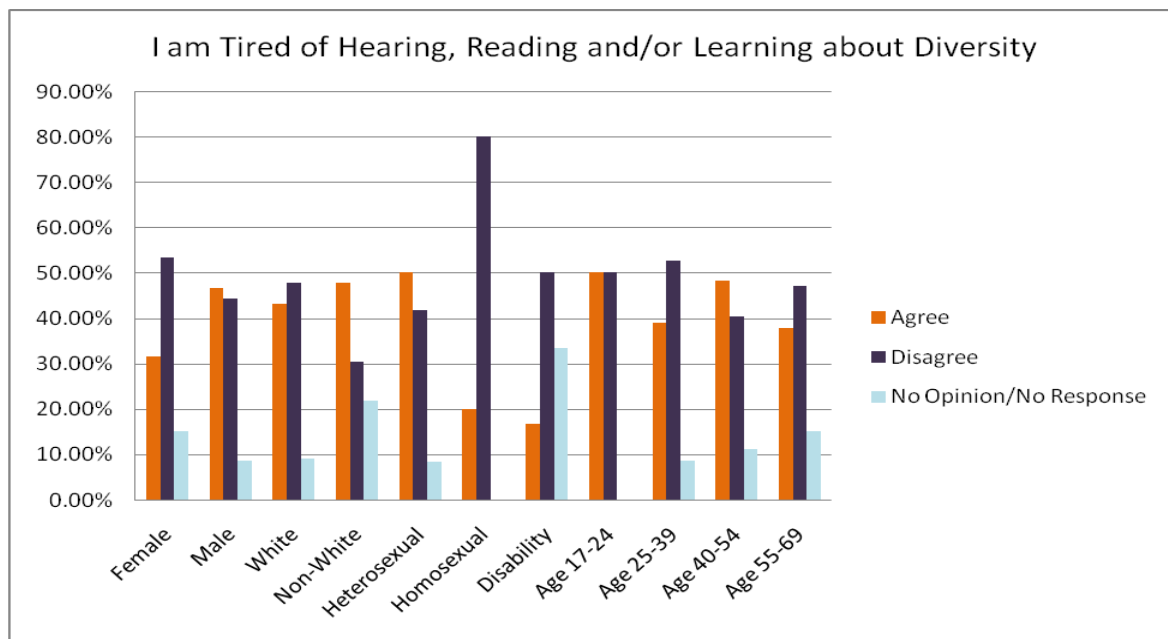
There was also a difference in the way that Heterosexual and Homosexual responded to the statement. Eighty percent of Homosexual respondents disagreed with the statement that they were tired of hearing, reading and/or learning about diversity while 42% of Heterosexual respondents disagreed with the statement.

For disabled respondents, 50% somewhat disagreed that they are tired of hearing, reading and/or learning about diversity, and 1 of 6 Disabled respondents somewhat agreed with the statement.

There was variability among the age groups too. There was nearly a 50/50 split between respondents agreeing or disagreeing with the statement, with 45% agreeing and 47% disagreeing, across the age groups. However, the true majority of the respondents across the age groups either somewhat agreed or somewhat disagreed with the statement, indicating that they do not feel strongly, but somewhat agree or disagree with this statement.

Another interesting observation across the age groups is that fact the proportion of no opinions or no responses increased across the age groups with Age 17-24 respondents answering the question 100%, while 8% of respondents Age 25-39 had no opinion or no response, 11% Age 40-54, and 15% of respondents Age 55-69 having no opinion or not responding to the question.

More work needs to be done to understand what shapes employee perceptions so that effective broad-based inclusion and diversity education can be implemented. These findings are important as they may indicate that there is a certain saturation of information among respondents and how saturation may or may not affect their attitudes and opinions of the topic in general.



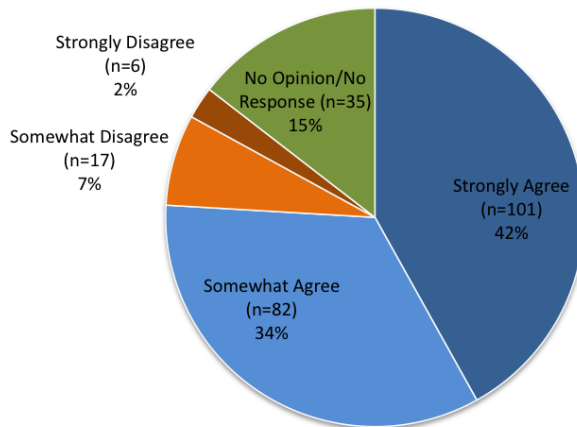


## The topic of diversity should be included during new employee orientation

If the prior responses indicated there was a certain saturation of diversity information, the respondents viewed this statement quite differently. The majority of respondents believed that the topic of diversity should be included during new employee orientation. Non-White employees agreeing at 83% and White respondents agreeing at 78% and Disabled respondents agreed at 67% that the topic of diversity should be included during orientation.

However, compared with other questions, there were a fair number of respondents who did not have an opinion or who did not respond. This may in part be due to the fact that most respondents are seasoned employees who are disconnected from the orientation process.

**Overall Distribution (n=241)**  
**The topic of diversity should be included during new employee orientation**



## Discussion

This is the first employee survey on the topic of inclusion and diversity in the Town of Brookline's workforce; if not the first employee survey ever of Town employees (non-school). Therefore, there are a number of strengths and limitations to our survey design and administration. Through this process we were able to learn ways in which we will be able to conduct future research more effectively. From our searches in the literature, it seems as though research measuring employees' views and opinions about diversity are slim. Thus, to a certain degree, our research is novel and innovative.

Though we were not able to hit our target sample size of survey respondents, the current survey was a good starting point to establish improved recruitment strategies for the future. The results of this survey need to be interpreted carefully and cautiously as there are small numbers of respondents in many of the categories within the survey. Furthermore, the findings of this survey concern descriptive characteristics and therefore we are not able to draw any statistically significant conclusions from the data, only generalizations. When reading the results of this survey it is important to remember that the findings are of the respondents who completed the survey, which may or may not be exactly reflective of the employees as a whole, and that often they are the response of only one or two individuals.

In the analysis, we collapsed the number who reported that they did not have an opinion to a statement with the response with questions that had no response. In retrospect, having reviewed the data after the collapse we realized that it would have been beneficial to distinguish those who expressed that they had no opinion versus those respondents who simply did not respond. The question remains as to whether they did not have an opinion or whether

they were not comfortable expressing their true opinion or did not respond for some other reason. Additionally, we would assume that a majority of respondents answered the questions completely and honestly. A review of the written surveys reveals that most respondents answered all the questions and did so in seemingly attentive ways. Very few surveys showed evidence of thoughtlessness, such as marking a line through all statements, answering “no opinion,” which is a limitation of self-administered questionnaires. This limitation could be eliminated with future research that is more qualitative, such as focus groups. The use of an incentive to take the survey was not offered to all people within the sampling frame of respondents. Thus, selection bias may be introduced because those who were not offered an incentive but still chose to take the survey may be somehow inherently different than those who were offered an incentive but did not take the survey; and vice versa.

There are some statements in the survey, which we did not report on, e.g., I feel welcome at my worksite. This decision was made by the collaboration of people reviewing the results because the information did not seem as relevant to the objectives of the survey as we had thought during the design process. Additionally, not all demographic variables surveyed are reported on. For example, respondents had the option to select “bisexual,” “transgender,” or “Native American/Pacific Islander” origin, but we did not expand on these statistics, as the responses did not exist or the results were not interpretable. Note that all questions asked and all demographic variable options are included in a table of the overall findings.

In future surveys, we will collaborate with a greater number of people who specialize in surveys to get input and opinions about whether survey questions and answers provide information measuring what the survey is designed to measure. For some of the questions it is clear to the authors of the survey, having reviewed the data that some statements could have been broken down to two, three or even four different statements in order to better understand the underlying assumptions or issues of the respondents' responses.

## **Conclusion**

The results of this first-ever employee survey were good in that 23% of the employee population participated. The respondents of the survey overwhelmingly believed that employees should try to recognize and respect individual differences. This fact alone provides for a strong foundation upon which any diversity and inclusion initiatives can be based.

We are All Different. This willingness to accommodate personal differences is perhaps best reflected in one statement where 94% of respondents agreed, “We should learn to appreciate and respect our individual differences.” This is a powerful statement for which a large majority agreed. Respondents also agreed that they should take steps to be considerate of individual differences, where 88% agreed that we should choose our spoken words carefully so that others are not offended. Finally, an optimistic 85% of respondents believed that people who have different ideas and opinions can work well together. If the Town begins its diversity and inclusion initiatives with the simple objective of ensuring that all employees treat co-workers and citizens professionally and with respect, and 94% of employees already have a fundamental belief that the workforce should learn to appreciate and respect individual differences, then our work is already half done.

The finding that respondents believe individual differences must be respected is further underscored by the responses concerning how employees in the protected classes are treated. The majority of respondents believed that both they themselves and others were treated fairly

and with respect with regard to their gender, age, race/ethnicity, sexual orientation, religion and disability. As regards to diversity and inclusion efforts, 76% of respondents believed the topic of diversity should be included in employee orientation and 82% of respondents believe the Town is committed to diversity and inclusion among its employees.

The Starting Line. The “April 2012 Employee Survey on Inclusion and Diversity in the Workplace” was the first of its kind at the Town of Brookline. The survey’s specific goal was to create a starting point from which the Town of Brookline can begin to move toward dynamic diversity and inclusion initiatives. More simply stated, we had to begin somewhere and this survey helped define a starting point. The results described below are encouraging if they reflect what employees actually believe because it provides a strong foundation upon which to build Inclusions and Diversity initiatives.

Recognizing this solid base is critical as responses to some key statements indicate that there is still work to be done. We found a good deal of variability among the respondents when they were asked to respond to specific questions regarding discrimination and diversity in the workplace. Part of the divergence in opinions could be due to the fact that there currently are no commonly accepted definitions of diversity and discrimination in the workforce. Individuals view these topics differently. Some of the divergence would be diminished if we provided education and developed and defined commonly agreed upon terms of these often emotionally charged words and ideas.

Subsequent surveys with better crafted questions will enable us to determine where exactly we can put our resources to achieve our diversity and inclusion goals. Such initiatives should dovetail with the business objectives of the Town of Brookline.

Talking the Talk. About 74% of respondents believed it is okay to talk about discrimination in the workplace and about the same number of respondents, 71%, reported they were comfortable speaking with their supervisor about discrimination. Since supervisors are on the frontline for workplace issues, it is particularly important that employees feel comfortable speaking with a supervisor or another person of authority about potential discrimination. During the fall of 2010, supervisors underwent specific training by the Massachusetts Commission Against Discrimination and they are uniquely qualified to address discrimination issues under the Town’s newly revised Anti-discrimination policy. One goal of any diversity and inclusion initiative is to provide a constructive dialogue about diversity, inclusion and our richly different experiences, perceptions, opinions and views that we have. Employees must feel comfortable discussing discrimination as well, and should have a known and comfortable venue in which they can discuss difficult subjects when differences inevitably arise. The Policy against Discrimination, Sexual Harassment and Retaliation provides a straight forward reporting structure but employees have to be aware of the policy and be comfortable using it. We would expect the percentage of respondents who are comfortable discussing discrimination in the workplace will increase in subsequent surveys if there is more employee education and involvement in developing and participating in ongoing inclusion and diversity initiatives.

Discrimination and Job Performance. Perhaps most curious was the response to the statement, “I think discrimination in the workplace affects my job performance.” Respondents were equally divided in either agreeing or disagreeing with the statement. In fact, nearly equal percentages strongly agreed or disagreed with the statement (22% strongly agreed and 25% strongly disagreed). A good portion of respondents had no opinion or did not respond (13%). Responses varied among the White and Non-White respondents. While 38.82% of White respondents agreed with the statement, 86% of Non-White respondents agreed with the statement, “I think discrimination in the workplace affects my job performance.” This effect was

not seen among the Heterosexual and Homosexual, among the younger and older respondents, or the disabled and non-disabled. The differing responses occurred with race/ethnicity, leaving the authors to speculate that most often when people think of discrimination they think of racial discrimination.

As the pool of respondents is small and the survey is descriptive by nature, it is not possible to make sound conclusions regarding why the respondents answered these questions in the manner that they did. There is a possibility that some of the Non-White respondents had experienced discrimination themselves, whether on the job or otherwise, and acknowledged that it affected their work performance. White respondents may not have had similar experiences and do not believe that discrimination would affect their job performance, particularly if they did not believe it occurs on the job.

Upon reflection of this statement, we decided that it should have been asked differently. It does not distinguish whether the respondent is reporting on hypothetical instances of discrimination (the intended meaning) or actual discrimination (an alternative interpretation). Depending on an individual's view of the statement, the response to the question could vary widely. Additional work must be done to restate these questions in a manner that, first and foremost, asks respondents whether they have experienced or encountered any discrimination in the workplace. This is a critical piece of information that we should try to extract.

It is important to consider that the majority of respondents indicated that they believed that they and their co-workers were treated fairly and with respect as to the protected classes. Further, a majority reported that they would report discrimination if they witnessed it. However, there is no doubt that there are a wide variety of opinions and views on this matter. It is likely that the variability we see in the results of this question regarding discrimination and job performance is due to the fact that the question left some ambiguity to its meaning. We need to do more work to understand this variability. Better questions asking whether respondents believe there is discrimination in the workplace, which groups are the victims of discrimination, and how work performance is impacted are needed.

I've got your back. Another interesting outcome is the way in which respondents responded to the statement "if others were discriminated against, I would report it" versus the statement, "If I was discriminated against, I would report it" (74% self/78% others).

Respondents' reports on these two questions were more dissimilar than expected. More respondents agreed with the statement, "If I knew others were discriminated against at work, I would report it," than the statement, "If I was discriminated against at work I would report it." Interestingly, the responses were similar for White and Non-White whether they were discriminated against themselves or if they knew others were discriminated against (I statement: 76% of White/74% of Non-White respondents and Others: 80% of White/78% of Non-White respondents).

We cannot necessarily draw a conclusion from this difference as the differences in the responses are only about 4% but the difference was consistent across all groups for these two statements. Throughout the survey, respondents generally reported that they believed they were treated more fairly than others, across nearly every protect class question. Therefore, more work should be done to try to determine whether there is any real difference among these two tendencies to report or not report discrimination. And if so, are there any perceived barriers to reporting discrimination.

Diversity Again? The authors of the survey thought it was important to understand how much employees currently hear about diversity and inclusion issues. It is important to establish whether there is a saturation point that has already occurred. The question developed for this survey was simple in that it asked respondents to respond to the statement, "I am tired of hearing, reading and/or learning about diversity." They did respond, with a near 50/50 split of those agreeing and those disagreeing with the statement. Much more work needs to be done to determine where respondents are hearing, reading, learning about diversity and what is the information they are receiving. Again, the respondents overwhelmingly believe it was important to be respectful of others' differences and that it was important to choose your words carefully so as not to offend and that people with different views can work together. Therefore, it appears that this is not a workforce that is unwilling to recognize and respect individual differences. However, the diversity and inclusion initiatives must be framed appropriately so that employees do not feel like they are hearing the same old drone about diversity, whatever that may be. Diversity initiatives must be comprehensive and meaningful to the employees work environment and experience, not an off the shelf cookie-cutter product.

The survey revealed some pleasant surprises but also raised many more questions that must be explored and investigated. With that said, there was sufficient information gleaned from the survey that will allow the Town's Leadership to move forward with some diversity and inclusion initiatives among its employees.

## **Recommendation**

The Town of Brookline believes a workplace that attracts and retains diverse personnel will allow it to serve its citizenry more creatively, strategically, and productively. Successful inclusion and diversity initiatives will ensure these objectives, goals and priorities are achieved and maintained. Much work has been done with the Town of Brookline leadership, raising awareness and establishing diversity and inclusion as important business objectives. Attention must now be directed toward its employee base, as it is critical that those who provide services and shape the policies and programs of the Town share those goals and values of creating a workforce that is inclusive and diverse. Furthermore, it is important that the employees and frontline supervisors are brought into the process of establishing a common understanding and a mutual acceptance of Town diversity and inclusion goals. This will ensure that diversity and inclusion priorities are integral components of the Town's overall business objective, providing a high level of governmental services to its citizenry.

To put in place successful strategies that are realized and sustained The Town of Brookline should seek initiatives that:

- Broaden acceptance and appreciation of diverse people, beliefs and life styles;
- Acknowledges employees for their diverse experiences, backgrounds, and perspectives that they bring to the workplace;
- Value employees for the contributions that they make to enrich and enhance the Town of Brookline; and
- Ensure citizens feel welcomed and respected when dealing with the Town.

Employee Involvement in Defining Diversity. The employee survey on Diversity and Inclusion was a critical first step in trying to understand whether employees believe they

are treated fairly with regard to their race/ethnicity, gender, age, disability, religion, and sexual orientation, and whether employees value and respect these same goals of diversity and inclusion. A major revelation of the survey is that more work needs to be done in not only finding common understandings of the terms diversity, inclusion and discrimination, but in defining and educating employees on the Town's diversity and inclusion goals.

Regular Employee Surveys with Better Input and Better Data. At a minimum, more work needs to be done with a follow up survey to explore the underlying assumptions and opinions that support the responses of the current survey. Subsequent surveys should be drafted in consultation with experts who can help tailor the survey instrument to gather the specific information we seek to understand. Both the Town leadership and its employees should be involved in determining what areas we should be investigating and exploring.

The authors of the survey felt it is important to discuss the survey results with employees and to have them talk openly about what they believe the survey reveals or fails to reveal. Those discussions should be used to develop subsequent surveys with an overall goal of setting priorities for allocating resources that will allow the Town to best achieve our overall goal of increasing diversity within the Town of Brookline workforce.

Future questions should include some basic information that we did not gather such as general job satisfaction, years of service and education level and should also explore areas of perceived unfair treatment or discrimination on the job and definitions or understandings of diversity and inclusion. Again, employees should be involved in the development of the survey, at least at the preliminary stage, to ensure we are capturing information the employees believe is relevant and necessary to support and promote diversity and inclusion initiatives. Ultimately, the employee and leader groups should have an opportunity to meet and review objectives to ensure that they are sufficiently aligned.

Develop Employee Focus and Discussion Groups The Town should encourage as many employees as possible to participate in employee focus or discussion groups. Groups should be comprised of a cross-section of employees across departments, job categories and protected classes. They should be of a sufficient size to have dynamic discussions but not so large as to be unworkable. A group of six to eight employees is probably the appropriate size.

A focus group that works on the survey review and development would be an excellent first exercise in using such an employee group. The group should be comprised of the same individuals for continuity of discussion regarding the survey but additional opportunities should be available for a regular use of such groups. The groups should meet with specific agendas that are tied to the over goal of developing and sustaining broad-based diversity and inclusion initiatives.

Ongoing Education and Training. Educating employee of the Massachusetts discrimination laws, similar to what the Supervisors received, is a good starting point to give employees a solid understanding of their rights and responsibilities in the workplace. Providing consistent education on the state law will also improve communication and understanding as terms and concepts will be defined allowing employees and supervisors to discuss these sensitive topics within a common framework. Once the parameters of the law are understood, it is also important to provide training on how to apply the rights and responsibilities in the workplace.

Once the basic understanding of the law is provided and understood, the Town needs to raise awareness of its objectives in promoting diversity and inclusion. As the workforce becomes more

familiar with the terms and concepts underlying the Town's objectives, they will begin to apply those ideas to their own job duties and work site.

The survey revealed that a large majority of respondents believed that:

- Each one of us should choose our spoken words carefully so that we do not offend others,
- We should learn to appreciate and respect our individual differences, and
- People who have different ideas and opinions can work well together.

These are perhaps the most important findings, as they provides a strong foundation upon which the Town of Brookline can be an even more inclusive and diverse workplace. Coupled with education and training the foundation becomes fortified and any initiatives are more likely to be valued, accepted and sustained.

Although it can be difficult to coordinate such training for a large number of employees, the Human Resources Office should work with the various departments to develop ways to train personnel in a predictable training cycle. Other resources for ongoing training should also be developed such as web-based seminars, brown bag lunches and distribution of written materials. Particular attention should be taken to present the information in an innovated fashion that does not lead to the employees feeling saturated with the material.

Promote Ongoing Dialogue. Work must be done to reach out to employees one on one to allow them to bring their experiences forward in a safe and constructive way. Although the Town's Policy Against Discrimination, Sexual Harassment and Retaliation has a mechanism for employees to report suspected discrimination, sexual harassment and retaliation it does not foster open discussion and dialogue as it is developed as an investigatory mechanism. The adoption of a discussion group or a series of brown bag lunch opportunities with a facilitator may be an excellent way to further such discussions. The development of Affinity groups where employees who identify with similar protected classes gather for discussion or exploration of common themes may be supported if employees believe such groups are important. These discussion and groups should reveal additional, more comprehensive initiatives that will further support diversity and inclusion both among the workforce and in the workplace.

Expand the Applicant Pool for Leadership positions. The survey results were mixed regarding whether the Town should increase its efforts to create a more diverse senior management staff. However, it is imperative that there is more diversity in the applicant pools for the senior management positions, across all categories surveyed. Our earlier discussions with Department Heads indicate that the senior administration views this as a worthy objective. Therefore, more work needs to be done to establish regular processes for recruitment, to broaden relationships with other organizations, and to expand collaborative initiatives with other municipalities with similar goals. It is likewise important for similar efforts to be done with the boards, commissions and subcommittees whenever possible.

Summary. Although the ground work on diversity and inclusion has been laid for the Town's leadership, additional work needs to be done with employees. The employee survey was an excellent first step to raising awareness regarding diversity and inclusion. However, employees need to be given a voice and provided input to help the Town develop effective diversity and inclusion initiatives that align with the Town's business objective of providing superior services to a diverse community. The use of employee focus groups to help define priorities and to draft future surveys is a good second step. Ongoing education is needed on the underlying state and federal laws as well as the Town's overall objectives.